

# Behavioral Interviewing

## Advanced Section: Step #5

### Review Questions/ Applications & Resumes

# Review Questions

## Select Best Questions

- ◆ Is the question phrased clearly?
- ◆ Is the question open ended?
- ◆ Does the question request information about a specific event or incident?
- ◆ Does the question ask about a KSAAE that is key to this position?
- ◆ What follow up questions might be appropriate?



# Review Questions

## Is the Question Legal?

### Basic Questions Must Be Asked of All Candidates



Questions about family, child care, marital status, age, race, religious preferences or practices, arrests, clubs or social organizations are generally prohibited.

# Review Questions

## Is the Question Legal?

**Prohibited:** "Who will take care of your children if you have to work overtime?"

**Permitted:** "During certain times of the year we have to work 8-10 hours of overtime a week. Will this present any problems for you?"



# Review Questions

## Is the Question Legal?

**Prohibited:** "What makes you think an old man like you can do this hard work?"

**Permitted:** "This job requires the lifting items weighing 50-60 pounds on a fairly continuous basis for at least 4 hours per day. Tell me about a recent job where you had to do a comparable amount of lifting." (If you choose to ask this type question, it must be asked of all candidates.)



# Review Questions

## Is the Question Legal?

**Prohibited:** "Have you ever been arrested?"

**Permitted:** "Have you ever been convicted of a felony?" (An innocent person can be arrested, only a conviction means guilt.)



## Review Questions

### Is The Question Legal?

**Prohibited:** "Are you married?"

**Permitted:** "This job requires about 40% overnight travel. Is there any reason this would present a problem for you?"  
(Marital status is not relevant. Questions can only be asked about job-related issues.)



6

## Review Questions

### Is the Question Legal?

**Prohibited:** "Are you religious? If so, what religion are you?"

**Permitted:** "This job requires working weekends twice a month. Is there anything that would prevent you from working on Saturday and Sunday?"

7

## Review Questions

### Is the Question Legal?

**Other Prohibited Questions:**

"Do you plan to start a family?"

"How long have your people been in this country?  
Where did they come from?"

"Do you belong to Lions Club?"

8

## Review Questions

### Is the Question Legal?

**Don't Get Tripped up by Legal Issues:**

Remember that the questions asked must be designed to obtain information related to the ability of the applicant to perform the job at hand, not to obtain personal information about them.

9

## Review Questions

### Look Into the Future

**After the Interview, Review the Questions One Last Time:**

- ◆ Did the question elicit the information you were seeking?
- ◆ Did candidates have difficulty understanding the question? (If you had to clarify frequently, consider modifying the question for future use.)



10

## Review Questions

### Look Into the Future

- ◆ Did the question elicit information that differentiated between candidates?

One of the major purposes of an interview is to provide information that differentiates between candidates. Questions that do not, may not be useful for future interviews.

Reviewing your questions after your interviews can help you prepare to interview more effectively the next time you have an opening. Incremental improvement is important in interviewing, just like other aspects of our work.

11

## Review Applications/Resumes

### Safety

#### Look for documentation of accidents

Documentation may be found in the form of accident reports, and reports of contact



12

## Review Applications/Resumes

### Safety

Review documentation of accidents to determine whether similar accidents could occur in your work environment

Accidents in one work environment may not necessarily be predictive of accidents in your work environment.

13

## Review Applications/Resumes

### Safety

Review documentation of accidents to determine severity. Don't get too concerned about minor accidents like paper cuts.

Supervisors encourage employees to document any accident, regardless of how minor it may be. Some employees are very conscientious about such documentation. They may appear to have had a significant number of accidents, but none are severe.

14

## Review Applications/Resumes

### Safety

If serious accidents are documented, develop questions such as:

“What precautions do you now take to protect yourself from another such accident?”

15

## Review Applications/Resumes

### Awards

#### Look for:

- ◆ Formal awards
- ◆ Letters of appreciation
- ◆ Letters of commendation



16

## Review Applications/Resumes

### Formal Awards:

#### Individual Award

- ◆ Individual awards are important, but if your primary interest is in a team player, a group award may be more significant.
- ◆ If the award relates to one of the KSAAE's you are seeking, develop a question to determine how closely it relates.

17

## Review Applications/Resumes

### Team/Group Awards

- ◆ Does the award identify what role the applicant played on the team? If not, develop a question to find out about their role.
- ◆ How does this award enhance the likelihood this candidate will be an outstanding performer for you?

18

## Review Applications/Resumes

### Letters of Appreciation:

- ◆ Identify the specific reason for the letter. Some letters are for a specific incident, or special act of service. Others are more general and refer to continuing services above and beyond expectations of the letter writer.
  - ◆ How important to your unit is the service for which this letter was received?
  - ◆ Do you need more information? Develop a question.

19

## Review Applications/Resumes

### Letters of Commendation

- ◆ Is the action or service being commendation related to a KSAAE important in your unit?
- ◆ Is more information needed to link the commendation to an area important to you? Develop a question for the interview.

20

## Review Applications/Resumes

### Disciplinary Actions

#### Look for Admonishments, Reprimands or Suspensions

If any disciplinary actions are found, develop questions for the applicant and the supervisor to obtain additional information.



21

## Review Applications/Resumes

### Disciplinary Actions

#### You might ask the applicant:

- ◆ "What behavior or attitude was the disciplinary action intended to correct?"
- ◆ "What demonstrates that you have corrected this behavior/attitude?"

#### Ask the Supervisor:

- ◆ "What behavior/attitude was the disciplinary action intended to correct?"
- ◆ "Did the desired correction occur? How has the applicants' behavior/attitude been different as a result?"

22

## Review Applications/Resumes

### Disciplinary Actions

Remember, the purpose of a disciplinary action is to correct a behavior or attitude, not punish.

Questions should seek to determine whether correction took place or if the disciplinary action was viewed as a punishment with no need for correction.

Your interest is in determining whether the disciplinary action is related to a KSAAE important to your unit and whether it was effective.

23

## Review Applications/Resumes

### Gaps

Look for Gaps in Employment and Educational History

- ◆ Link dates for jobs and schooling to determine if any gaps exist.
- ◆ Gaps may indicate problems an applicant is trying to conceal.
- ◆ Develop questions to fill in any gaps.



24

## Review Applications/Resumes

### Gaps

If questioning reveals the gap is a result of a serious illness, ask follow up questions to determine if the applicant's health will prevent them from performing the duties of the position.

Don't automatically assume the applicant cannot perform the duties required. Ask: "In what ways has this illness better prepared you for this position?"

25

## Review Applications/Resumes

### Gaps

If questioning reveals a gap for prison time, ask follow up questions to determine whether the offense would impair the applicant's ability to perform in this job.

Don't automatically assume the applicant should be rejected, but ask: "Why were you not honest about your past in filling out the application?"

Also ask: "What have you learned from your prison experience that would enable you to be an outstanding performer in this position?"

26

## Review Applications/Resumes

### Gaps

Gaps where the applicant was unemployed for a significant period of time, battling addiction, caring for a sick family member or any of a number of other reasons, should be explored carefully for impact upon their ability to perform the job at hand.

27

## Review Applications/Resumes

### Job Hopping

Equally important is "job hopping", a series of jobs in short succession. Explore the reasons for leaving each job carefully. "Job hopping" may be a result of the reward for excellence by rapid advancement, or it might denote dissatisfaction with the type of work in the unit or company.



Ask: "What is different about this job that makes you think you would be happy in this position?"

28

## Review Applications/Resumes

### Supervisors

Note the names and phone numbers of previous supervisors for the last 3 positions held, or going back 3-5 years. This information will be needed for those applicants that fall within your top 3-4. You will want to interview their current and prior supervisors to assist you in gaining a more complete picture of how well this applicant is likely to fare in the job.



29

## **Review Applications/Resumes**

### **Supervisors**

During the interview with each applicant, take the opportunity to inquire about the applicant's relationship with those supervisors. If the supervisor describes a relationship at odds with that described by the applicant, further inquiry is needed.

30

## **Review Applications/Resumes**

**Reviewing interview questions, applications, and resumes will sharpen your ability to choose the best candidate for the job.**

31